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HUMAN RESOURCE TASK FORCE

The Task Force on Human Resources met for the first time on 4 February 1986. Agreements reached are listed as Tab A. This paper provides the backdrop to those agreements. In general substantive discussions followed a format that included:

Problem and Purpose Definition
Potential Issues
Procedural and Organizational Issues
Tasking

Problem and Purpose Definition

The Task Force began with a proposed project mandate:

Evaluate our current human resource management system's potential for dealing with the challenges (demographic, technological and motivational) facing us and develop alternative strategies as needed to ensure a suitable quality and quantity of employees to accomplish mission.

As the Task Force members discussed the project and its purpose, the following points were made: There was a need to:

° begin by seeking an ideal solution with minimal regard for short/medium term acceptance, reflecting what the Agency ought to have.

° develop modules which could be implemented even if the total plan could not--by ensuring that the partial "options" fit the overall program.

° examine the current Agency mission and what it was meant to be originally, as established in 1947.

° identify and build on our corporate culture.

° develop an overall presentation strategy designed to continually test and ensure management's commitment by keeping them well informed.

ISSUES

Several hours were spent in philosophical discussion of issues. There was no attempt made to refine or limit potential issues but rather, the purpose was idea generation. A partial listing is included below:

-One Agency or five--is there a common culture?

-Centralized or decentralized human resource management?

-Recruit the best--but do we need all "PhD's"?

-Career service for all or just some?

-Do we recruit people for a particular job, a particular occupation, or a full career?

-Generalist vice specialist?

-A tiered work force with different benefits and compensation
  a. short-term--vigorous, specialized, latest theory
  b. small cadre of long term executive
  c. analytical and administrative support

-Work Force Demographics
    dual workers
    single parents
    female majority
    smaller growth in work force
    more highly educated

-Flexibility in Work Organization
    Entrepreneurship/individuality
    Reduction in managerial levels--horizontal vice vertical structures
    or the honeycomb effect
    Changing supervisory authorities and roles
    Need for constantly upgrading skills
    Expert vice managerial tracks

-Integration of human resource planning into overall program planning

-Different Strokes for Different Folks
    Flexible benefits
    Total Compensation Concept

-Pay for Performance
    Base plus bonus
    Performance evaluation tied directly to compensation
    Self directed group participation with rewards based on group
    accomplishment
    Measurable standards for satisfactory performance
    Uniform or non-uniform promotion systems

-Personnel as a Discipline--human resource management normally includes
   training, grievance, payroll and health

-Role and Nature of Symbolic Awards

-As our mission gets bigger how do we maintain a lean and mean
   organizational structure?

-Employees no longer feel the Agency is like family.

-People who come to the Agency must think it is special, they are special,
   and ultimately they treat one another as special and family.

-How do we develop an espirit de corps?

-How do we increase an appreciation for the total Agency mission in our
   specialists who then presumably will be less likely to leave for
   financial considerations?

-Should all employees (officers) go through a CT program and a
   mid-career reindoctrination?

-Should Agency values change or should new employees be expected to
   change their values to match the Agency's?

-Agency culture is changing and we are ill prepared to cope with it.

-As an Agency, do we use the probationary period appropriately to
   inculcate the Agency culture in new employees?

-Impact on retention now that retirement is becoming more portable and
   employees lose less by leaving.

-Paternalism--how much?

-There is no reward today for doing things "different"--there are
   penalties for failure, but no bonus for risk-taking, yet a quick
   reaction turn-on-a-dime capability is an Agency hallmark.

-While recruitment is difficult now, competition will be keener in the
   future because the labor force will not be growing at the same rate
   as in the seventies.

-Changing life values which emphasize individualism and personal
   recognition may require changes in work organization, management
   and rewards.

-An emphasis on materialism will make it difficult to compete for some
   specialties under the current system, although this will not affect all
   occupations equally.

-For occupational specialties that have a direct counterpart in the
   market place, retention will be particularly difficult, and since more

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Agency unique occupations (Security and case officers) will have skills that are transferable to other occupations in industry and commerce, retention will become more difficult there as well.
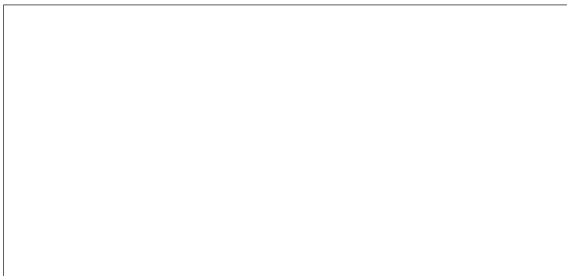
-Frustration of the large number of current employees competing for management level positions may result in retention problems. This may be exacerbated by the desire of older employees to remain or the need to have them remain to bolster the labor force.

-SIS positions are being increasingly populated by younger people, who will block promotability of other good people for a long time. Different organizational structures are needed to show people there is light at the end of the tunnel.

-Are we using our annuitants appropriately, can they be used as a specialized resource pool to meet surge requirements?

-Decentralize authority--need for clearly defined accountability and responsibility standards.

-How does private sector handle adverse actions? Would our managers be more forthcoming if they knew there would be quick action to move employees and give him/her another chance.

-Information gathering organization; currently our ability to gather outstrips our ability to use it productively.

-Rotations as part of career development, at what point would it be appropriate, what are costs and benefits?

-How much recruitment and retention has to do with dollars vs. non-monetary factors?

-Training (timing and importance) is only given lip service in this Agency while in private industry it is seen as the most important corporate culture developer.

-There is no single and consistent management philosophy in this Agency, the private sector has no single philosophy but does have consistency.

-Are we screening people in or screening people out?

-The question of clones or mavericks.

-Productivity and payoff--

-New organizational structure "People R&D" to generate new ways to deal with future.

-If options cost money, we need to show how we can "earn" the money.

-Give identity to our project, a name employees can relate to in a positive fashion.

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-The security issue--the question of clearances, compartmentation, and
protection of the total picture.

-Technology--how will it change our structure and skill mix? How do
we address the problem of jobs and skills becoming obsolete?

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TASK FORCE MEETING ON 4 FEBRUARY 1986

STAT Attendees:

Agreements Reached:

A. Meetings - The Task Force will meet each Thursday 0800 - 1200, alternating locations among participants.

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1. Agenda for meeting on Thursday 6 February in [ ]

   a) Briefing on Agency system and discussion of Agency authorities.

   b) Distribution and Discussion of 4 February 1985 notes of meeting.

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   c) Introduction of [ ] as E Career Service Rep.

   d) Set up meeting with Advisory Council.

2. Agenda for meeting on 13 February:

   a) Consolidate group reading list including contributions from all Task Force members.

   b) Finalize summary activities paper from 4 February meeting.

   c) Finalize task statement.

B. Communication and Relationship with Advisory Council.

1. The Advisory Council will perform four functions:

   a) source of additional ideas;

   b) sounding board for Task Force findings;

   c) additional help in accomplishing special projects or parts of the study; and

   d) source of Task Force replacements, if required.

2. Chairman is to contact Advisory Council members and set up an established time slot for meetings throughout the next six months at 2-3 week intervals.

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C. Chairman will check what resources--OTE consultants and contractors and other financial resources are available to host a seminar on issues and strategies for human resource management in the next decade.

D. Office of Personnel will begin gathering statistical and program reports for Task Force review.

E. Building Blocks and Project Leaders.

Block 1 - Description of current human resource management system to include a comparison of the evolution of the Agency's mission with that of the Agency's personnel system to support that mission - Pat Kimble with OP assistance.

Block 2 - Review of strengths and weaknesses of the current system - Paul Ericson.

Block 3 - The Future. Evaluate how the demographic, motivational, organizational, technological and budgetary trends--which make up our internal and external environment are going to impact on the way the Agency conducts its business - Elisabeth Jenkins and Peggy Donnelley.

Block 4 - How are private sector and quasi-governmental entities organizing to meet the future? - Roger Marsh and Peggy Donnelley.

Block 5 - What Changes are Necessary?

F. Communication with Management

1. D/OP will be kept informed on a weekly basis.

2. Periodically, Task Force members will brief their principals.

3. As appropriate, senior management will be briefed by the Task Force.

G. Office of Personnel will establish Wang or AIM network for message transfer.

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